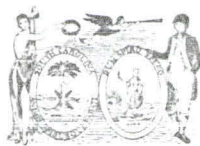


Ad 495  
3.A22  
1996/97  
Copy 1

E24

# The State of South Carolina

Military Department



## Office of the Adjutant General

STANHOPE S. SPEARS  
MAJOR GENERAL  
THE ADJUTANT GENERAL

1 NATIONAL GUARD ROAD  
COLUMBIA, S.C. 29201-4766

JOHN A. SHULER  
DEPUTY ADJUTANT GENERAL  
STATE OPERATIONS

November 3, 1997

Office of State Budget  
1122 Lady Street, 12<sup>th</sup> Floor  
Columbia, South Carolina 29201

Dear Sir:

Enclosed you will find the Annual Accountability Report for Fiscal Year 1996-97.

The mission of the Office of the Adjutant General is to be prepared and available on order of the Governor to assist when needed in the event of civil disaster, disturbance, or other emergency. Performance measures are set and monitored for completion by each division within the Agency. The divisions have determined their individual objectives and performance measures to align with the Agency mission.

If you have any questions on this report, please contact me at (803)806-1413.

Sincerely,

*for* *John A. Shuler*  
John A. Shuler  
Deputy Adjutant General  
State Operations

S. C. STATE LIBRARY

DEC 22 1997

STATE DOCUMENTS

RECEIVED  
NOV 03 1997  
Budget & Control Board  
OFFICE OF STATE BUDGET

## Executive Summary

During these times of dwindling funding resources and mandated personnel downsizing, the Office of the Adjutant General faces challenges to maintain readiness and accomplish the state and federal missions. Fiscal responsibility, getting the job done, and taking advantage of every possible opportunity to increase agency efficiency are the major program goals and the principal focus of our efforts.

The Emergency Preparedness Division (EPD) continues to respond to the additional requirements imposed by the Federal Emergency Management Agency (FEMA). In order to take advantage of the various federal programs under the FEMA umbrella, we must be up to date in our planning and allocation of limited resources.

Armory Operations regulations have been revised and improved to allow incentives to each armory in the State. With more money from armory rentals remaining at the individual armories, improvements can be made without the necessity of central funding or breaking down the limited funds on an "allowance" basis.

In the area of Total Quality Management, our Strategic Development Center has provided quality management services, leadership development, and education and training to our four major sub-divisions: The Army Guard, the Air Guard, the State Guard, and the Emergency Preparedness Division. Additionally, Quality Workshops were conducted for the South Carolina Department of Transportation, the Employment Securities Commission, and the Lexington County Sheriff's Department. Consulting services were also provided to the Department of Mental Health. The Office of the Adjutant General stands ready to assist our sister agencies in making this the finest state in the union to work safely and efficiently.

---

# **ADJUTANT GENERAL'S OFFICE**

## **MISSION STATEMENT**

*The State mission of the Adjutant General is to be available on order of the Governor to assist local civil authorities in the event of disaster, disturbance, or other emergency; to plan and train for the employment of the troops and equipment as the situation dictates; to support rescue and relief operations; to aid in recovery and assist civil authorities in maintaining law and order; to control civil disturbances; and to protect life and property. In addition to its State mission, the Adjutant General has a Federal mission to be available and prepared as the first line of defense of the United States; to be prepared to serve whenever Congress or the President of the United States determines that more units are needed for national security than are in regular components of the ground and air forces; and to be prepared to serve on active duty as long as needed.*

---

**IMPACT STATEMENT:**

*The Armory Operations Program is responsible for the day to day operations and funds for the maintenance of 80 plus armories and their related buildings, totaling approximately TWO MILLION square feet under roof. Funding for operation and maintenance is well below average cost per square foot for state buildings. After utility costs are subtracted out, funds remaining for maintenance equate to \$0.26 per square foot. Lack of adequate funding causes the quality of the facilities to decrease and increases the requirements for capital improvements. Lack of funding also prohibits this agency from matching defense dollars for capital improvements when such funds are available.*

*A continued shortfall in funding will decrease mission capabilities of our units, both State and Federal. Reduced mission capability translates in loss of Guard units to other states and the defense dollars to support them.*

*Lack of adequate State funding also places the agency in violation of the State / Federal Agreement to maintain the armories in good condition. Failure to provide facilities meeting current Department of the Army standards could result in units being lost to states with good facilities. The Army now requires an annual facility status report.*

*Current codes such as fire, life safety, electric, & ADA cannot be met with our present funds. The State Fire Marshall's inspectors have threatened closure of several of our armories.*

*Revenue generation through armory rentals is dependent upon well- maintained and safe facilities.*



PROGRAM NAME: OPERATIONS AND TRAINING Counterdrug Support

PROGRAM GOAL: To show extent of National Guard counterdrug support to Drug Law Enforcement Agencies and Community Based Organizations within the State of South Carolina.

MAJOR THREATS TO STATE

Marijuana  
Crack Cocaine  
Powdered Cocaine

SUPPORT PROVIDED

\* Drug Law Enforcement Agencies Supported

SLED, State Grand Jury, Highway Patrol, local police departments and sheriffs' offices, DEA, US Customs Service, US Attorney's Office and the Organized Crime & Drug Enforcement Task Force, US Marshal's Service, US Postal Inspection Service.

\* Community Based Organizations Supported

Fighting Back, nationally recognized coalition: Alston Wilkes Youth Home: Honey Hill Community Coalition (Johns Island SC); Pine Ridge (SC) Community Coalition; Latimer Manor (Columbia SC) Community Oriented Policing (COPS); West Columbia Leadership Council; numerous elementary, middle, and high schools, various coalition committee memberships; Red Ribbon campaign activities, Cities in Schools/Department of Juvenile Justice Mentoring at the Gate Program.

\* Types of Supply Reduction Support

Program management and coordination; intelligence analysis; operationa/case support; ground and aerial support to marijuana eradication program; cargo/mail inspection; ground and aerial reconnaissance and surveillance; maintenance, logistical and communications support; linguist/translator support; transportation and engineer support;

\* Types of Demand Reduction Support

Support to community activities primarily designed to educate, train, or otherwise prevent drug abuse among youth; mentors and role models; presentors and speakers; static displays; "Just Say No" puppet shows at educational institutions, civic and church groups; educational material distribution; community coalition support; speaker and mentoring training for NG personnel; support for SCARNG Youth Camp in conjunction with NG Family Support Groups.

\* Federal Equipment

Two OH-58 helicopters modified for the counterdrug support mission; LEA-compatible hand-held radios and thermal imaging systems; night vision goggles; hand-held LORAN & GPS devices; desktop and notebook computers; cellular telephones; pagers, etc.

## MISSION RESULTS

### NG Assisted Seizures

Items Seized	FY-93	FY-94	FY-95	FY-96
Marijuana Plants	10,455	10,541	20,657	12,273
Marijuana, Processed	3,878 lbs	2,438 lbs	3,178 lbs	2,168 lbs
Cocaine	44 lbs	136 lbs	1,610 lbs	86 lbs
Heroin	1 lb	1 lb	22 lbs	2 lbs
Meth/Amphetamine			2 lbs	21 lbs
Other drugs		2 lbs	\$60,330	\$650,125
Vehicles		73	84	56
Weapons	95	142	200	193
Arrests	2,700	2,187	3,433	3,164
Currency	\$2,511,488	\$10,099,715	\$4,327,383	\$2,716,523
Property		\$617,326	\$990,815	\$820,490

### PERFORMANCE MEASURES:

- a. Achieve 100% execution of federal funds to support ARNG training.
- b. Attain and maintain 85% of UIC Units reporting C-3 or better in MOSQ.
- c. Field 100% of allocated ARNG home station training aids, devices and simulators to improve IDT training.
- d. Ensure the necessary schooling and training of unit personnel is based on prioritized needs within budget constraints.
- e. Ensure that this SCARNG Force Management Mission, i.e., to plan, introduce, integrate the doctrine, force structure, modernization and equipment authorizations essential to fielding a combined arms team that can accomplish its Federal missions, is documented in Army and National Guard regulations.
- f. To increase readiness awareness through the establishment and maintenance of a Readiness Council and Committee.
- g. Ensure that 100% of CFP units conduct a MODRE within each fiscal year.

**PROGRAM NAME: MILITARY SUPPORT TO CIVIL AUTHORITIES**

**PROGRAM GOAL:** To provide data outlining frequency and diversity of missions conducted by the Military Support Branch of the Plans, Operations and Training Directorate.

**SOUTH CAROLINA NATIONAL GUARD MILITARY SUPPORT TO CIVIL AUTHORITIES**

**MAJOR THREAT TO STATE**

Hurricanes	Winter Storms
Tornadoes	Civil Disturbances/Extremist Organizations
Disruption of Vital Services	Medical Evacuation
Earthquakes	Federal Agency Support
Floods	

**SUPPORT PROVIDED**

**Hurricanes.** Hurricanes are "the greatest storms on earth", and South Carolina's most serious threat.

Hurricane Hugo, September 1989 was the last hurricane that caused extensive damage to the State of South Carolina.

Cost:	\$6,000,000.00 plus
Mandays:	49000
Personnel:	6300

Hurricane Bertha, July 1996. Although the storm did not directly affect the State of South Carolina, the Governor ordered the South Carolina National Guard to duty to prepare to provide military support to civil authorities operations.

Cost:	\$300,000.00 plus
Mandays:	1500
Personnel:	600

Hurricane Fran, September 1996. The storm made a northerly turn and caused minimal damage to the northeast coastline. However, the Governor ordered the South Carolina National Guard to duty to prepare for military support to civil authorities operations. Additionally, the State of North Carolina requested support from the South Carolina National Guard via the Southern Governors Compact.

Cost:	\$1,500,000.00 plus
Mandays:	4800
Personnel:	3400



**Tornadoes** are common in South Carolina. We average 20 per year. In 1995, 54 tornadoes were reported in the state. In 1995, the South Carolina National Guard was activated to provide military support to the City of Lexington, SC.

In preparation for responding to tornadoes, the South Carolina National Guard provided support to exercise "Tornado 96" which was a state level exercise. The South Carolina National Guard provided support personnel to the State Emergency Operations Center and provided both aerial and ground support to the State Assessment Teams.

**Disruption of Vital Services.** The disruption of vital services within the State of South Carolina is a common problem within municipal governments throughout the state. The most common mission that the South Carolina National Guard is tasked with providing support is potable water support. The following missions were performed during 1996 and as of this date in 1997:

<u>DATE</u>	<u>TOWN</u>	<u># OF WATER TRAILERS</u>	<u>VEHICLES</u>	<u>PERSONNEL</u>
JAN 96	Georgetown	1	1	2
MAR 96	Williamsburg	1	1	2
OCT 96	Jenkinsville	1	6	12
NOV 96	Darlington	1	1	2
FEB 97	Edgefield	2	2	4
FEB 97	Ruffin	2	2	4
FEB 97	Smoaks	2	2	4

**Earthquakes** occur in South Carolina frequently. Approximately 11 earthquakes are recorded annually. Approximately 50% of the State of South Carolina is classified as being at major risk. The remainder of the state is at moderate risk.

**Urban Search & Rescue.** The South Carolina National Guard was tasked by the Governor through the South Carolina Emergency Operations Plan to be the primary coordinating agency for Urban Search & Rescue (Emergency Support Function #9). Urban Search and Rescue is the process of locating, extricating, and providing initial medical treatment to citizens in trapped collapsed structures. US&R is primarily required for earthquakes and man-made disasters, such as explosions, like the bombing of the Oklahoma Federal building. This tasking has required the South Carolina National Guard to develop procedures, mutual aid agreements and educational seminars in an effort to identify US&R resources in the state. This program requires extensive man-hours on the part of the full-time staff of the Military Support Branch. Currently, the State of South Carolina through the municipal fire services are only capable of performing basic and light urban search and rescue operations. Medium and heavy rescue must be performed by federal US&R teams. Basic and light is defined as one to two story wooden structures. Medium and heavy is defined as multi-story concrete structures.

In January 1997, the South Carolina National Guard participated in "Provide Comfort 97" which was an emergency management exercise centered around many collapsed concrete structures. This exercise required that the South Carolina National Guard provide support personnel to the State Emergency Operations Center, in addition to manning the ESF #9 (US&R) coordinating desk.

Cost:	Not Available
Equipment:	Not Available
Personnel:	30



**Rural Search & Rescue.** Although rural search and rescue is not a South Carolina National Guard responsibility, the South Carolina National Guard is requested to provide support for these missions.

In December 1996, the South Carolina National Guard provide aerial support to Georgetown County in an attempt to locate a downed aircraft.

Cost:	\$ 4,000
Equipment:	Aircraft (Helicopter)
Personnel:	3

**Floods.** Although the State of South Carolina has not suffered any significant floods in recent years, the South Carolina National Guard prepares for recovery operations involving flooding. Military Support Branch personnel participate in dam exercises conducted by the major utility companies in an effort to be better prepared for dam failures and floods that may occur in the state.

**Winter Storms.** Although winter storms occur infrequently in the State of South Carolina, the South Carolina National Guard has provided support to civilian authorities when the state was adversely impacted by winter storms. The most recent support the South Carolina National Guard has provided to civilian authorities due to a winter storm was 1993.

**Civil Disturbances/Extremist Organizations.** Although the State of South Carolina has a diverse ethnic and cultural population, the potential for a civil disturbance continues to be a concern. Sensitive issues, such as the Orangeburg Massacre, the Confederate Flag, the Abortion issue, Nuclear Waste and Taxes provide a common thread for otherwise separate ideals. The growing number of organized events attracting large numbers of people have created problems for law enforcement authorities. The most significant is the ability of law enforcement authorities to deploy and control these huge numbers of people. We have the luxury of being void of organized drug gangs and criminal elements; however, we do share with the rest of the nation; organized hate groups, motorcycle gangs, tax protesters, white supremacist groups and various unsophisticated militia groups. While these groups are indicators that a measurable civil disturbance can spawn from one of their events or from a law enforcement official issuing a citation, preparedness is mandatory.

Our civil disturbance training preparedness program consists of approximately 24 hours of civil disturbance training annually for all Category I "on-the-street" civil disturbance units. The only federal funds authorized for civil disturbance training are Code 51 Junior Leadership Training Assemblies (RMAs). A total of \$12,500 was utilized during FY96 for Junior Leadership Training.

**Medical Evacuation.** Medical evacuation is not a primary support mission that the South Carolina National Guard provides to civilian authorities; however, in the past the national guard has been required to support civilian authorities by providing airlift capabilities to medivac citizens.

**Federal Agency Support.** The South Carolina National Guard provides support to other military and federal government agencies upon request. Over the past two years, we have provided the following support:

- (1) Approved the use of the Walterboro Armory for Navy EOD training.
- (2) Provided GP medium tents to prison emergency response force.
- (3) Provided potable water to prison in Estill, SC.

PROGRAM NAME: BUILDINGS AND GROUNDS

PROGRAM MISSION STATEMENT:

Maintain a work force of skilled trades, tools and equipment to perform maintenance, repairs and minor renovations of all facilities for the Office of The Adjutant General which includes the Military Department of South Carolina.

PROGRAM GOALS AND OBJECTIVES:

GOAL 1: Maintain more than eighty (80) armories with over two million (2,000,000) square feet and other training, work and storage facilities statewide.

Objective:

- *Develop a long-range plan to identify facilities for major repairs and renovations. Target: 30 June 96.*
- *Maintain a crew of trade workers with proper tools and equipment to keep these facilities safe, environmentally sound and operational to standard.*
- *Do inspections after construction and renovations to keep facilities upgraded to meet State/federal regulations/codes.*
- *Increase work force to be able to handle costly repairs and renovations in a timely and efficient manner.*
- **IMPACT:**
- *With adequate manpower and equipment we can respond immediately to assure valuable military readiness and training is not adversely impacted resulting in loss of valuable scarce resources.*
- *Early reaction to repairs/maintenance/renovations before they become major projects will save money.*

**GOAL 2:** *Insure a quality environment to work and train and also for community activities.*

Objectives:

- *Schedule training classes for work crews to include safety and environmental codes/regulations. Target: Ongoing*
- *Purchase tools and equipment for work crews to perform their duties in a timely and efficient manner.*

**IMPACT:**

*Must become more efficient and knowledgeable to stay in tuned with new technology and building codes/regulation.*

*Reduce the number of Worker's Compensation cases.*

*1995 had 5 recordable injuries reported, 1 fatality, 78 lost work-days*

*1996 had 15 recordable injuries reported, only 14 lost work-days*

*(increase in reported cases due to increased awareness)*

*1997 so far have only 2 recordable injuries reported with no lost work-days*

**GOAL 3:** *Implement a concept of self-help for preventive maintenance and repair at facilities.*

**OBJECTIVE:**

*- Install maintenance program (MP-2) on computer to track work request, maintenance and repairs.*

*This program will capture cost and also help to schedule preventive maintenance. Target: 31 Dec 97*

*MP-2 program not on line, currently researching less complicated system.*

**IMPACT:**

*- Without this program we will stay bogged down in a hit and miss mess.*

**PERFORMANCE MEASURES:**

**WORKLOAD:** *Eleven (11) people completed 532 work requests for maintenance and repairs FY 94-95. A total of 785 requests for maintenance and/or repair was received. Two hundred thirty-two (232) could not be completed because of insufficient funding.*

**Efficiency:** *With \$1,017,331 state funding and \$521,295 other funding generated from armory rentals and the communities ( less the 58% required for utilities) we have approximately \$ .26 per square foot for maintenance and repairs. This will not adequately maintain these facilities.*

## **SOUTH CAROLINA ARMY NATIONAL GUARD**

**PROGRAM NAME:** TRAINING SITES

**PROGRAM GOAL:** To maintain the sites located at Leesburg on Fort Jackson and Clarks Hill at McCormick consisting of tracts of land with more than 16K acres of land, in excess of 250 buildings, related facilities, automated fire ranges, artillery firing points, computerized battle simulations and conduct of fire trainers which are under lease or license to the South Carolina National Guard for use by units to conduct tactical and combat support training. This program is fully federally funded.

**PROGRAM OBJECTIVES:** To provide support for training, education, and maintenance opportunities to individual soldiers, staff, and units, while protecting personnel, the facilities, and the environment.

**PERFORMANCE MEASURES:**

Successfully meet all standards of support and performance documented in an annual audit by Internal Review section of USPFO.

Successfully meet all standards of the annual State Safety Inspection, and make timely corrections of any deficiencies noted.

Conduct an annual Facilities Review Board to prioritize projects, new construction, and improvements.



PROGRAM NAME: ARMY CONTRACT SUPPORT

PROGRAM GOAL:

Direct and effectively administer allocates of the State and Federal Installations Program which includes: engineering design, inspection, construction, master planning, real estate management, utility operations, maintenance and repair of real property (buildings, grounds, utility systems and surfaced areas) and other associated engineering services and operations. The scope of the Installations Program includes over two million square feet of facilities located in 46 counties in South Carolina. The annual operating budget (not including twelve million dollars of Military Construction Program projects) is a federal contribution of over 2 million dollars for a 7% state match of less than 150 thousand dollars.

PROGRAM OBJECTIVES:

- Secure temporary and permanent facilities to house South Carolina Army National Guard (SCARNG) assigned units statewide (prior to activation or loss of facility) and serve the local community.
- Obtain State and Federal funding and property to construct new /replacement facilities.
- Design and construct new facilities within budget and established time lines.
- Maintain SCARNG facilities in compliance with the applicable Federal/State Agreements between the National Guard Bureau and the State of South Carolina. Facilities must be in satisfactory and mission ready condition.
- Continue to automate facilities management office with networking and facilities maintenance software. Establish home page on Internet linked to SC State Government Home Page.
- Continue to implement Quality Guard Initiative through additional training, tracking performance measures, evaluation, etc.
- Continue to be a fair and effective employer of over 39 State and 10 Federal employees.

## PERFORMANCE MEASURES:

-Obligate a minimum of 20% State and Federal Real Property Operations and Maintenance (RPOM) funds of direct facilities maintenance, repair and alterations annually.

Actual Performance: FY 97 Met Goal

Impact: The backlog of maintenance and repair must be identified to be funded.

-Update and distribute Desktop Resource for Real Property Report (DR. REAL) quarterly (March, June, September and December) to National Guard Bureau (NGB). This report is a facility inventory used to determine actual funding levels between states. The SCARNG's DR. REAL is considered to be one of the most current and accurate reports nationwide by the NGB Real Property Manager.

Actual Performance: FY 97 Met Goal

Impact: South Carolina continues to receive a fair distribution of Federal funding for next fiscal year.

-Reduce average age of SCARNG facilities and expend two dollars per square foot to adequately maintain and repair these aging facilities (mean age is currently 31 years).

Actual Performance:

**Federal** - The military construction program is currently replacing two 1950's vintage shops housing over 100 full-time Surface Maintenance personnel.

**State** - The lack of 25% matching funds results in significantly less than two dollars per square foot of maintenance in rapidly deteriorating facilities.

Impact: SCARNG facilities are not maintained in compliance with Federal-State Agreement-a legal document certified by the Attorney General's Office. This could result in loss of the assigned units and facilities to the State.

# **SOUTH CAROLINA AIR NATIONAL GUARD**

**A \$400,000,000 Industry**

**PROGRAM NAME:** McEntire Air National Guard Station, Eastover, SC

*Annual Defense funding: \$25,000,000+*

*Required matching state funding: \$293,300*

## **PROGRAM MISSION STATEMENT:**

***State** To provide world-class units ready to preserve the life, property, peace and public safety of the citizens of South Carolina.*

The South Carolina Air National Guard works with the Governor's office and the Emergency Preparedness Division to provide manpower, equipment and services to the state during times of natural or man-made contingencies (examples: security, fire-fighting, electrical generators, medical, communications, ground and air transportation for supplies, equipment and people, etc.). Some examples of these types of services in recent years are: response to threatening hurricanes with communications, administrative and security personnel, electrical generators and transportation vehicles; response to fires and traffic accidents in the Eastover and Lower Richland communities; cross-training with personnel in the Richland Memorial Trauma Center in the management of mass casualties, etc. In addition to these activities, the men and women of the South Carolina Air National Guard are extremely active in volunteer community services - food drives; clothing drives; annual Christmas and Easter parties for underprivileged and handicapped children; outreach programs to school children all over the state, etc.

***Federal** To provide world-class units capable of meeting the nation's needs for humanitarian, contingency and general war requirements, specifically to employ conventional munitions in the following missions: close air support, air interdiction, strategic attack, offensive and defensive counter air, and suppression of enemy air defenses.*

The South Carolina Air National Guard plays a vital role in the nation's total force capability by maintaining a highly trained readiness posture. The SCANG's role during Operation Southern Watch with the Block 52 F-16 aircraft and its suppression of enemy air defenses mission proves its value to the Department of Defense. In addition, continuing missions to underdeveloped nations (Costa Rica) for humanitarian and nation-building missions and to Hungary for Operation Joint Endeavor reflect the wide-ranging capabilities of our state's militia.



## **PROGRAM GOALS AND OBJECTIVES:**

**Goal 1:** Maintain 100% strength

**Objective:**

- to recruit at least 9 military personnel per month as needed to maintain effective strength and readiness
- to maintain full-time manning at authorized strength continuously

## **PROGRAM GOALS AND OBJECTIVES continued:**

**Impact:**

- Military personnel (1,278 authorized) - affects \$11,000,000 in salaries
- Federal civilian personnel (288 authorized) - affects \$11,800,000 in salaries
- State civilian personnel (54 authorized) - affects \$1,454, 338 in salaries

**Goal 2:** Enhance family, employer and community support

**Objectives:**

- sponsor at least one special event for underprivileged and/or handicapped children this year;
- conduct at least one food drive this year;
- sponsor state JrROTC Drill Competition;
- conduct at least one school out-reach program per month
- participate in at least one Employer Support for Guard and Reserve activity (BossLift, provide airlift for deployments, etc.) this year
- conduct at least one Family Involvement Day this year

**Impact:** \$25,000,000 distributed throughout the state as a result of McEntire's programs

**Goal 3:** Continue to implement the Quality Guard Initiative through training, tracking performance measures, evaluation, etc.

**Objectives:**

- provide 4-Hour Awareness Training to at least 90% of SCANG; provide intermediate and advanced Quality training for mid-level and senior supervisors
- increase the number of metrics currently being used to track and trend performance data by 50% this year
- conduct Unit Self Assessments for all units during FY97
- prepare the 169th FW for their Quality Air Force Assessment in FY98

**Impact:** will enhance the SCANG's ability to complete mission in a cost-efficient manner



**Goal 4:** Successfully fulfill Department of Defense deployment commitments; lay the foundations for accepting the Suppression of Enemy Air Defenses mission

**Objective:**

- meet Department of Defense pre-requirements for accepting the Suppression of Enemy Air Defenses mission by their specified deadline

**Impact:** \$12,000,000 worth of additional equipment to be acquired in 1997

**Goal 5:** Have an accident-free year

**Objectives:**

- promote ground-safety awareness via base newspaper, flyers, bulletin boards and commandeer briefings at least monthly
- brief flying safety awareness to aircrew at least monthly

**Impact:**

- Class A accident costs taxpayers a minimum of \$1,000,000
- one Block 52 F-16 aircraft costs \$20,000,000
- one C-130 aircraft costs \$40,000,000
- loss of revenue due to injury incalculable

**PROGRAM PERFORMANCE MEASURES:**

The South Carolina Air National Guard began implementing the principles of Total Quality Management approximately one year ago and has just started tracking specific performance measures. Therefore data is not available for the time period 1 Jul 94-30 Jun 95. This data will be available for future reports.

**IMPACT STATEMENT:**

The South Carolina Air National Guard receives in excess of \$25,000,000 annually from the Federal government to provide these services. Of this, \$23,500,000 provides salaries for full-time and traditional Guardsmen and state employees and so is dispersed throughout the state; however, since the majority of the McEntire population lives in the Richland/Lexington/Sumter counties, the main benefit is felt in these counties. In addition to salaries, Federal funding required to support the daily operations of the facility (utilities, supplies, contract services, etc.) flows directly into the state's revenues.

However, some Federal funding (that which is required to pay state operations and maintenance personnel) is contingent upon receiving matching state funds in a 75%/25% ratio. In Federal FY97, McEntire ANGGS requested \$926,100 from the Federal government and \$297,233 from the state. The Federal government provided \$925,300 and the state provided \$283,300.

The mis-match between Federal and state fiscal year cycles costs us money annually. For example, the Federal government reviews the state of funding at the mid-year point (March of every year); if matching state funding is not on hand at that time, the corresponding Federal funding is withheld or withdrawn. Historically, state funding is not up to 25% by that time-frame and so McEntire...and the state...have lost Federal dollars every year.

Current and future expansion of the facilities at McEntire (new SCARNG armory and new SCARNG vehicle maintenance complex) will require increasing the number of Federal/state funded operations and maintenance employees and will greatly aggravate this disparity and financial loss. Of note, new facilities are built with Federal funding, and then maintained by state dollars.

As a result of these problems, McEntire Air National Guard Station has experienced a decrease in the ability to maintain its facilities in a cost-efficient manner with some degradation in the facility's infrastructure. If this continues, the unit will not be able to continue to achieve its mission at the required level and *so risks serious cut-backs and possible closure*. This would then *cost the state and its communities millions of dollars of revenue*.

**SOUTH CAROLINA  
EMERGENCY PREPAREDNESS DIVISION**

---

**PROGRAM NAME: EMERGENCY PREPAREDNESS**

Annual Federal Funding:	\$	2,897,210
Annual State Funding:	\$	308,065
Utility Funding:	\$	619,480
FEMA-PA-Hugo	\$	134,810*

*\*This federal appropriation represents a pass-through to the Budget and Control Board to administer losses associated with Hurricane Hugo. It does not represent a part of the budget used for operating SCEPD.*

**PROGRAM MISSION:**

To provide the State with leadership and coordination in emergency management in order to reduce the loss of life and property during disasters and emergencies, and to protect the State's institutions from all types of hazards through a comprehensive, risk-based, multi-hazard emergency management program.

**PROGRAM OBJECTIVES AND GOALS:**

1. Develop comprehensive plans that will strengthen and enhance the emergency management system.
2. Develop for the State and local jurisdictions a comprehensive, continuing training program that perfects and amplifies emergency response and recovery skills and capabilities.
3. Conduct exercises and drills to test and evaluate all aspects of State and local emergency management systems.
4. Educate the public and increase overall awareness of emergency management issues, and preventive/preparedness measures that can be taken by the individual citizen.
5. To obtain a facility that would allow the state to adequately conduct response and recovery operations during emergencies and disasters.

**PERFORMANCE MEASURES:**

The measurement of SCEPD's performance is based on the training the Division provides to emergency managers and responders; our preparedness for, and response to, imminent disaster and no-warning emergencies; the assessment of risks facing the state and the mitigation efforts to reduce these risks; and other projects and mandates given to the Division. A portion of the fiscal year was adversely affected by the failure of the federal government to pass a budget. The budget impasse led to a prolonged freeze in travel and the postponement or cancellation of training provided for counties.



The Division successfully responded to numerous actual incidents during FY 96, ranging from hazardous materials spills, plane crashes, search and rescue coordination requests, and those caused by severe weather, including the potential threat of Hurricane Felix in August 1995, and Hurricane Opal in October 1995. A few of the more memorable are:

- On September 1, 1995, Tropical Storm Jerry crossed South Carolina causing streams and lakes to overflow their already swollen banks. The ensuing flooding resulted in a Small Business Administration declaration for Greenville County and the contiguous Counties of Abbeville, Anderson, Laurens, Pickens, and Spartanburg. Division personnel maintained staffing of the State Emergency Operations Center throughout, and were deployed to assist Small Business Administration personnel in performing their initial damage assessment in anticipation of the declaration.
- In November, 1995, a string of tornadoes crossed the state with touchdowns causing damages and power outages in the counties of Aiken, Beaufort, Berkeley, Calhoun, Chesterfield, Clarendon, Darlington, Dillon, Florence, Georgetown, Greenwood, Horry, Kershaw, Lexington, Marion, McCormick, Orangeburg, Richland and Williamsburg.
- In January 1996, the upper part of South Carolina was hit by a severe winter storm, causing power outages and hazardous road conditions. The Division coordinated with local emergency management officials and the National Weather Service to ensure the safety of the citizens by recommending a delay or closing of state and county offices and schools in the affected area.
- In June 1996, the Colonial Pipeline Company had a 36 inch line beneath the Reedy River in Greenville County burst spilling as much as 420,000 gallons into the river. The spill was estimated to be one of the largest of its type in state history. Division personnel, in conjunction with other state, local, and federal officials, responded, and coordinated requests from the local jurisdictions until clean-up completion.

During FY-96, the Division conducted more than 34 training courses for county and local government personnel. The Division participated in numerous exercises and drills around the state. has maintained a comprehensive training program which incorporates skills, competencies, and capabilities of respective staffs engaged in mitigation, preparedness, response and recovery activities.

On August 10, 1995, the Division coordinated and conducted the *Governor's Hurricane Exercise*, the first of its kind ever to be held in South Carolina. The exercise was designed to inaugurate newly appointed agency heads, elected officials, the Governor and his cabinet members to response and recovery activities that should be considered before, during, and after a major hurricane. To that end, the exercise scenario was based on a Hurricane Hugo scenario. The exercise was successfully facilitated by Stan M. McKinney, SCEPD Director, and Paul D. Whitten, Hurricane Program Manager. In attendance were Governor David M. Beasley, members of his cabinet, and numerous state agency directors and emergency management personnel.

More than thirty training courses were offered by SCEPD at the South Carolina Fire Academy and in counties around the state.

- Annual conferences organized by SCEPD included the Emergency Management Conference and the annual South Carolina Hurricane Conference.
- Five nuclear exercises were coordinated by SCEPD.
- The Division assisted numerous counties with their exercise program, including scenario development, state participation, and evaluation. In addition, TORNADO '96, a statewide, state-level, natural hazard exercise was successfully conducted.



Currently, the division's public information program is dependent upon other programs for funding. Under this inadequate system, the Division cannot successfully or consistently fulfill its goal of delivering a comprehensive emergency preparedness public awareness campaign. However, while not being able to perform to our self-imposed success measures in this area, Division personnel have been able to:

- Promote Severe Weather Awareness Week activities throughout the state
- Promote Earthquake Awareness Week activities throughout the state
- Promote Hurricane Awareness Week
- Make more than 300 contacts with state, local and national media on numerous emergency preparedness awareness issues.
- Participation in the Governor's Day for Children at the South Carolina State Fair.

Other SCEPD programs and projects and activities during this period:

- Formation of the Transcaer Steering Committee to assist state and local committees in planning and mitigating hazardous materials vulnerabilities.
- A critical facilities database was developed for the counties.
- Under the Hurricane Program, we have developed a system to integrate the new Inland Winds software into operational aspects of the State Hurricane Plan and into the state's operational procedures.
- A State Emergency Response Team was established to support state assistance during emergencies.

### **IMPACT STATEMENT**

In FY-96, the division's State appropriations amounted to less than 8.1% of its total budget. In comparison with other emergency management agencies in our region, South Carolina ranks last in per capita funding. The division cannot accomplish its legislatively mandated mission at its current level of funding, nor maintain an adequate staffing level for response and recovery activities.

**PROGRAM NAME: SOUTH CAROLINA STATE GUARD**

**MISSION STATEMENT:**

*To provide an unpaid military reserve force in support of the military department and the people of South Carolina in time of need and emergency.*

*The South Carolina State Guard (SCSG) works with the Emergency Preparedness Division at the state and local level to provide volunteer manpower during drills and actual emergencies. Examples include: state nuclear plant drills; tornado, hurricane and hazardous material drills, as well as actual disasters.*

**IMPACT:** *During HUGO the SCSG contributed 7,560 hours of volunteer service valued at \$151,000. Furthermore, these 204 volunteers from the SCSG provided their own logistical support.*  
**\*\*NOTE\*\*** *Hours are valued at \$20.00 per hour plus shelter, transportation and meals.*

*The SCSG also serves as a force multiplier for the SCARNG during mobilization for active duty. During this period the SCSG takes over the custody and protection of the 82 local armories, at no cost to the state, until the SCARNG units return home.*

**IMPACT:** *This SCSG mission, upon mobilization of all units, would save the state and its taxpayers \$9,480 per day.*

*SCSG troops are actively saving thousands of dollars annually at the state and local level through community service projects. At the state level, the SCSG and its chaplains help support the South Carolina Department of Juvenile Justice (SCDJJ) JROTC program aimed at reducing the rate of recidivism among juveniles.*

**IMPACT:** *Each juvenile that does not return to the SC Department of Juvenile Justice is a savings to the taxpayer of approximately \$40,000 annually.*

*Locally, SCSG troops are conducting search and rescue missions; supporting local humanitarian agencies; conducting military funerals; supporting the local sheriff during athletic events and parades.*

*During FY-95, the SCSG contributed over 5,500 hours of unpaid volunteer service to state and local governments in addition to over 24,660 unpaid hours of training in order to be ready for any emergency or disaster. The value of the time computed at a rate of \$20.00 per hour equates to \$603,200.*

**PROGRAM OBJECTIVES:**

*To support the military department in state missions consisting of maintaining public safety; supporting local civil authorities to provide essential services; protecting these essential local resources and service; assisting local law-enforcement agencies based on memorandums of understanding (MOU); providing support to the SC Emergency Preparedness Agency both at the state EOC and at the county EOCs through MOUs, at no cost to the state. In addition, the State Guard supports requests for disaster assistance from the SC Red Cross and other humanitarian agencies and conducts state and community service projects at no cost to the state.*

## GOALS:

### A. Organizational development-

- (1) Maintain HQ staff at 90% fill rate; Bde's and Bn's at 70% and Co's at 60%.
- (2) Conduct one joint HQ and Bde staff CPX annually.
  - (3) Each HQ principal staff section will attend one Bde conference or one Bde FTX each year.
  - (4) At least one commander's conference will be held each year.
  - (5) A mobilization and readiness officer will be appointed and maintained at 100% fill rate at HQ and Bde level.

### B. Mission Training:

- (1) HQ staff will participate in one annual STARC EOC exercise with the SCARNG.

## MANPOWER COST EVALUATION

*Carolina Cup Steeplechase  
11-12 April 1997*

GRADE	NO. PRESENT	PAY GRADE	MCE
O5	(2days)	170.96	683.84
O4	2	142.93	285.86
O3	1(2days) 8(1day)	123.62	1,112.58
O2	1	91.72	91.72
O1	2	72.36	144.72
W5		147.03	
W4		132.22	
W3		111.98	
W2		97.46	
W1	1	86.94	86.94
E9	1(2days)	115.95	231.90
E8	1	106.55	106.55
E7	1(2days) 4(1day)	93.16	558.96
E6	6	68.00	408.00
E5	1(2days) 3(1day)	57.75	288.75
E4	5	45.49	227.45
E3	2	39.89	79.78
E2	2	33.67	67.34
E1	7	30.03	210.21
Total Savings			4584.60



# **Environmental Resources Management Office**

Fiscal Year 1996 - 1997

**Program Name:** Environmental Resources Management Office

Annual Federal Funding: \$1,032,000.00

Annual STATE Funding: \$13,000.00

**Program Goal/Mission Statement:** To enhance the military and public service mission of the South Carolina Army National Guard, by being a leader in comprehensive environmental management.

**Program Objectives:** To safely and effectively manage hazardous materials, to protect and preserve natural and cultural resources, to protect endangered species, to manage erosion control, to manage land disturbing activities, to engineer corrective projects to upgrade and remove underground storage tanks, to rehabilitate washracks and to assess the removal and disposal of asbestos containing materials and to administer the SCARNG Environmental Internship Program.

## **Performance Measures:**

### **a. Conduct Army Environmental Compliance Assessments on South Carolina National Guard facilities**

\*Accomplished 52 environmental compliance assessments out of 112 South Carolina National Guard sites.

\*Reassessed (re-inspected) 15 South Carolina National Guard sites for noncompliance issues.

\*Accomplished two (working) day turnaround cycle for the issuance of assessment reports back to site commanders.

\*Established computerized assessment results.

### **b. Hazardous Waste/Hazardous Material Storage Capacity Upgrade**

\*Acquired four (4) additional "Safety Storage" hazardous material lockers. This completes our storage upgrade program at all our unit level and major maintenance facilities.

\*Issued implementation protocol on arranging compatible materials for storage and turn-in/disposal.

\*Continued implementation of proper fire suppression systems on all Hazardous Material storage buildings.

**c. Promote the South Carolina National Guard Recycling Program**

- \*Recycled approximately 30 tons of materials, up from 28.5 tons in FY-94.
- \*Expanded the recycling program to all armories and training areas (Bonded paper).
- \*Issued recycling bins and receptacles to each office.
- \*Conducted training on the SCARNG recycling program.
- \*Incorporated a block of instruction on recycling in annual environmental briefing.

**d. Promote the South Carolina National Guard Internship/ Cooperative Partnership Program with other state agencies and universities**

- \*Continued the SCARNG Internship/ Cooperative Partnership programs with the Department of Natural Resources, USC & Clemson University.
- \*Produced a new environmental awareness program
- \*Implemented a management plan for the state listed Big-Eared Bat at the Leesburg Training Site tunnels.
- \*4 interns from various agencies have worked on different assignments at Leesburg under the Internship/ Cooperative Partnership Program.

**e. Administer the Underground Storage Tank Program**

- \*Removed six (6) surplus and unnecessary Underground Storage Tanks.
- \*Upgraded eight (8) Underground Storage Tanks.
- \*Secured annual permit for all twenty (20) active Underground Storage Tanks.
- \*Attained SCDHEC onsite compliance inspections at eleven (11) sites. (Compliance letters on file at each SCARNG UST site and in the ERMO.
- \*Remedial activities were implemented at four (4) SCARNG sites

**f. Administer Source Reduction/Pollution Prevention**

- \*Identified 3 procedures in our maintenance operation to reduce the use of Hazardous Materials.
- \*Completed Operations Pollution Prevention Plans on: UTES, AASF, CSMS, LTS and Armories.
- \*Utilized the services of 679th ENGR (DET.) to upgrade an "Out of Compliance" chemical storage building at the Orangeburg Armory.
- \*Submitted Emergency Planning Community Right to Know Act forms to NGB & SCDHEC on schedule.
- \*acquired four (4) parts washers that are more efficient, cost-effective and "Environmentally Friendly".

**g. Secure Federal & State Funding (Environmental Program Administration)**

- \*Identified \$48,500 to support out of cycle construction projects .(Federal)
- \*Resourced financing to support "FIXES/CLEAN UPS" at state non-supportable sites.

SOUTH CAROLINA STATE LIBRARY



0 01 01 0244948 4